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P.S...

Volume 1 Issue 1

January 1983

P.S... - What Is It?

The Planning Secretariat has initiated a newsletter titled *P.S...* Its purpose is to inform managers and staff throughout the department of activities in which we are involved. *P.S...* will be issued on a regular basis providing updates on studies such as the ones discussed in the following paragraphs, as well as information on activities which may be of interest. We hope that this newsletter will increase the awareness of the staff regarding key projects which will have departmental significance.

The Planning Secretariat

The Planning Secretariat was created in April, 1982, as part of the re-organization of the department. The intent was to establish a small unit which would be responsible for policy development, management planning, and co-ordination of the corporate planning process. The activities of the secretariat have included a broad range of items. Some recent assignments have included:

- Analysis of policy documents from other departments and other governments
- Co-ordinating the development of amendments to the department's legislation
- Development of the corporate planning process
- Development of the terms of reference for the executive committee
- Development of a yearly management calendar
- Development of guidelines for divisional purposes, goals and objectives
- Co-ordinating the various management studies underway in the department (i.e., Procurement Study, Delegation of Authority Study, etc.)

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- Project management of various studies:
 - Futures Assessment Report
 - Strategic Planning Framework
 - Recreation - Conservation Perspectives Study
 - Issues Management Study

It is apparent from this list that the Planning Secretariat's activities are both numerous and diverse. In addition to the items listed above, the secretariat provides consultation assistance to managers throughout the department and provides the principal staff assistance to the deputy minister and executive committee.

If you have a question regarding any of the secretariat's current projects or would like to discuss something with us, please do not hesitate to call (422-1730). The staff of the secretariat consists of the director, Rick Curtis, two policy analysts, Mike Boyd and Mark Searle, and secretary Jodi Malick.

Corporate Planning

Alberta Recreation and Parks has, through its recent re-organization, determined the need for more effective planning and policy making. To achieve this goal, a process called corporate planning has been endorsed by the executive committee and is in the process of being implemented.

Corporate planning will outline the long-term relationships between the organization as a whole and its environment (i.e., the broader social, physical, economic and political elements with which the department must interact).

Corporate planning determines what business an organization is in, what course of action the organization should pursue, and what the optimal organization-environment relationship is.

This plan will be the consolidation of the department's mission, goals, objectives, legal mandate, areas of responsibility and jurisdiction. The plan will be the guiding document for all departmental policy development, program development, and general operations. As such, it should facilitate an improved internal understanding of the department's mandate, programs and methods of delivery, and provide a foundation for clarifying and improving external (inter-department, inter-agency) working relationships.

The corporate plan process is not, and should not be, interpreted as another attempt to assess the department in order to make further major structural changes.

Corporate planning will require extensive departmental involvement during development of its various elements.

Elements of the corporate plan

The six essential elements of the corporate plan are:

First: to establish a policy and decision-making system for the department

Second: to define a perspective on recreation-conversation which will serve as the foundation for departmental policy and actions

Third: to establish departmental and divisional goals and objectives

Fourth: to identify and analyze critical (strategic) issues facing the department

Fifth: to provide a basis for the development of departmental operating strategies

Sixth: to consolidate the administrative systems of the department

Of equal importance, the preparation of the corporate plan should firmly establish a **process** of intra- and inter-departmental co-operation and integration to be used in the on-going revision and updating of the corporate plan.

Co-ordination of the corporate plan

The Planning Secretariat is acting as the co-ordinator of the entire corporate planning process. In this capacity, the Planning Secretariat will work to ensure the co-ordination and integration of the many studies underway and to project manage and conduct several of the studies. The corporate plan is not going to be prepared by one group or by senior management only. In order for it to be a viable product, input from a broad cross-section of staff is required.

One of the studies specifically being managed by the Planning Secretariat is the Issues Management Study. This study is pivotal in determining long-range action for the department. We would hope that you would co-operate if requested as this study will involve a considerable number of staff.

Issues Management Study

Purpose

Alberta Recreation and Parks, like most government departments, delivers services to a wide range of people. Private organizations, special interest groups, such as environmentalists, other government departments, as well as the general public, interact with Alberta Recreation and Parks. The interaction of people with organizations

and organizations with others often creates conflicts, differences of opinion or perspective. Also, the change in the economy has had significant impact on the department and the public it is serving. This study is designed to identify those strategic issues that now, and in the future, will face the department and to identify courses of action that will lead to their resolution.

Your role

It is important that staff with the department be involved in the study. Woods Gordon Management Consultants (the consultants hired for the study) will be relying on your input in two areas:

- the identification of the issues, and
- the description of the issues (eg., who are the issues important to time frame, etc.).

Since Alberta Recreation and Parks is a very large department (about 650 employees), Wood Gordon will not be able to gain input from everybody.

The total number of staff members contacted will be about 130 - 140 (about 20% of the total staff complement).

Selection of the staff will be as follows:

- all management staff (65-70), and
- a sample of professional staff (65-70).

The consultants have already begun to identify issues from existing records, information and other sources. The next phase will be to describe the nature and extent of the issues. This will require input from the staff and managers who will be asked to participate. The time available to respond will not be very long as the consultants are working on a very tight schedule. Other activities which will require input will also be on short timelines. Your co-operation, if you are asked to participate, will be appreciated.

The **identification of issues** will be conducted through the use of modified survey ranking technique and the **description of these issues** will be determined through the use of workshops.

If you have any questions or wish to view/examine the planned study, contact Mark Searle at 422-1730.

Future Issues of R.S...

In future issues of R.S..., there will be highlights and progress reports on divisional activities in the corporate plan process, summaries of major findings from other studies, summaries of some relevant information in the corporate planning field and other information as noted earlier.

P.S... What Is It?

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Issues Management Study



IN CASE YOU WERE WONDERING if you were the only person to have completed the issue matrix, we're pleased to be able to say that the response was very good. Seventy-two percent of department staff returned their completed questionnaires. Of those distributed outside the department; 67% were returned from other Alberta government departments, 50% were returned from agencies contacted in British Columbia and Ontario, 42% were returned from department clients (e.g. Provincial Sport Association), and 54% of Alberta practitioners and academics responded. Given the complexity and length of time required to complete the questionnaire, we feel this was an excellent response, and we would like to express our appreciation for the co-operation and perseverance of all participants. The issues compiled from the questionnaires will be used as the first step towards itemizing and clarifying strategic department issues.

The next step in this study involved participants in group workshops, where the aim was to review and detail each of the issues. Staff members who completed the questionnaire were asked to participate in these workshops. Individuals who completed the questionnaire but removed the I.D. number could not be identified and contacted for this phase of the study.

In May, the Executive Committee will review the findings of the questionnaire and the workshops. The consultants will then refine the issue statement, develop a weighting system and prepare an issue/user matrix. This latter item will identify those units within the department that should be involved in the resolution of each issue. This information will, in turn, be reviewed by the Executive Committee, to be followed by a final report prepared by the consultants.

It should be remembered that this study will serve to identify, describe and validate issues. It will not resolve them. Resolution will be the next and obviously most important step for the department.

Your participation and support has been, and continues to be, an essential ingredient for the success of this complex process. If you have any questions or concerns, please call Mark Searle at 422-1730.

Management Study

Are you?

CONCERNED about the principles that apply to management in the civil service.

UNCERTAIN about our obligations, as civil servants, to the public and the politician.

UNCLEAR about the general management system employed by this department - How responsibility, authority and accountability are assigned to various management 'levels' in the department.

CONFUSED by lack of definition of policy - uncertain as to where policy originates and what types of policy are generated in the department.

If you answered YES to any of the above, you'll be interested in a study that is being conducted by the Planning Secretariat.

This study, simply titled "Management Study", is intended to provide clarification and perspective to the management system within the department. It is not intended as a review of managerial positions nor is it intended as the basis for further major re-organizations.

This study will be conducted primarily by the Planning Secretariat and department staff, although external consultants may be used on a limited basis. More information will be provided in future issues of this newsletter. For more information, contact Mike Boyd at 422-1730.

Recreation - Conservation Perspectives Study

The purpose of this study is to review and clarify the philosophic basis for recreation-conservation development in Alberta in general, and to relate this to the present and possible future role(s) and function(s) of this department. In an attempt to tackle what is a problem of considerable scope, the Planning Secretariat has contracted PERC Consultants (Professional Environmental Recreation Consultants Ltd.).

The study is expected to be completed by June 1, 1983. For more information, contact Rick Curtis at 422-1730.

Division Purpose, Goals and Objectives

Each of the divisions is presently involved in the preparation of statements of division purpose, goals and objectives (PGO's). While the process to be used in generating these statements has largely been left up to the individual divisions, the final products must be compatible in their scope and level of detail. To assist in the preparation of PGO's, the Planning Secretariat produced written guidelines on the information required to complete a review of PGO's. The Planning Secretariat is also actively involved in a consulting role, assisting the divisions with their processes or clarifying the type of information required.

Divisions should have completed their PGO reviews by June 15, 1983. The information provided will be reviewed by the Executive Committee in conjunction with the findings of the Issues Management Study, the Recreation-Conservation Perspectives Study, and other information on future department directions. These additional sources of information are intended to provide the necessary perspective to allow for the development of departmental purpose and goals and potential revision of divisional PGO's.

The completion of the PGO exercise is considered to be a fundamental building block for long-term management (Corporate Planning), as discussed in the first issue of the P.S. newsletter.

RFD'S

If you've ever been asked to contribute to the preparation of a department RFD (Request for Decision by Cabinet), you'll be interested to know that the Executive Committee has recently approved department guidelines for the preparation of RFD's. These guidelines deal with the content and nature of RFD's as well as the internal department process to be used for preparing RFD's.

Under these guidelines, the Planning Secretariat is now responsible for coordinating the preparations of all department RFD's.

Copies of the 'Guidelines for the Preparation of RFD's' can be obtained from your Assistant Deputy Minister/Executive Director or the Planning Secretariat.

1983/84 Management Calendar

The 1983/84 Management Calendar is presently being circulated to senior managers in the department. The Management Calendar is intended to act as a planning tool for senior managers by identifying key department deadlines and to act as an orientation guide for new managers entering the department.

The calendar is available upon request to all staff. Copies can be obtained from the Planning Secretariat.

Points of Interest

REVIEW OF HANSARD: The Planning Secretariat will be reviewing Hansard on a regular basis for significant statements on general government directions and items which may have significant policy implications for this department. A monthly report will be submitted to the Executive Committee.

SPORTS COUNCIL LEGISLATION: The Act to establish the Alberta Sports Council has now passed first and second reading in the Legislature. It remains to be reviewed by the Committee of the Whole and then receive third reading.

THE PROVINCIAL PARKS ACT: An Act has been introduced in this session of the Legislature to amend the Provincial Parks Act. This Act has received first reading and is now awaiting introduction for second reading.

THE ECONOMICS OF RECREATION IN ALBERTA: The Planning Secretariat recently commissioned Dr. T.L. Burton of the University of Alberta to prepare a terms of reference for a study to be titled, "The Economics of Recreation in Alberta". This report has now been received and will be discussed by the Executive Committee.

AN ASSESSMENT OF THE FUTURE AND ITS IMPLICATION FOR RECREATION AND PARKS: A preliminary report was prepared for the department on this topic during the Municipal Recreation Finance Study. The Planning Secretariat is now in the process of revising this report which will be completed and available for distribution sometime this summer.

A LOOK AT LEISURE: The Look at Leisure bulletin series continues to be a good source of information from the 1981 Public Opinion Survey on Recreation. For copies, contact Burn Evans at 427-6775.

SCC DATA NET PUBLICATION: The Statistical Co-ordinating Committee (SCC), an interdepartmental body of Alberta Government statistical and research personnel, has commenced publication of DATA-NET. This quarterly publication offers information on government statistical activities and methodology. To submit contributions or obtain copies, contact Mark Thiessen at 427-3058.

THE PUBLIC HEALTH ACT - CAMPSITE REGULATIONS: The department is working with Alberta Social Services and Community Health in reviewing their proposed changes to the campsite regulations of the Public Health Act.

NEW POLICY DIRECTIONS ON CULTURAL DIVERSITY IN ALBERTA: Alberta Culture's recently commissioned report entitled, "New Policy Directions on Cultural Diversity in Alberta", has been reviewed by the department and comments forwarded to the Minister of Culture.

Burning The Midnight Oil

1. ALBERTA RECREATION AND PARKS: LAND RESERVATION STRATEGY:

Donn Cline, Assistant Deputy Minister; Paul Skydt, Dave Perraton, and Hiske Gerding are preparing a discussion report outlining a strategy for departmental involvement with the land reservations program administration and through Alberta Energy and Natural Resources. The report will, when complete, facilitate discussions with Energy and Natural Resources, in addition to outlining any significant areas and landscapes for future recreation-conservation purposes.

2. KANANASKIS COUNTRY MANAGEMENT:

The burning of midnight oil has been very evident as Messrs. David Kalinovich, Bruce Duffin, Fred Moffat, and Rick Curtis have been preparing a report proposing a long-term management strategy for Kananaskis Country.

3. SPORT DEVELOPMENT STRATEGY:

A great deal of effort and hard work by Dwight Ganske, Joy Harrison, and Rob Smyth has contributed to the evolution of a Sport Development Strategy. A final draft will be prepared in the near future.

4. MUNICIPAL RECREATION FINANCE REVIEW:

The final report from the Municipal Recreation Finance Review is nearing completion. Scott Beckham, Judy Unterschultz, and Ken Wilson are planning to have the report complete by this spring.

5. ASSESSMENT OF ALTERNATE REVENUE SOURCES:

Recently, the Field Support Branch, under Bruce Duffin's direction, completed a preliminary report on existing and new potential revenue strategies for provincial parks.

6. CLASSIFICATION FRAMEWORK AND DEVELOPMENT GUIDELINES:

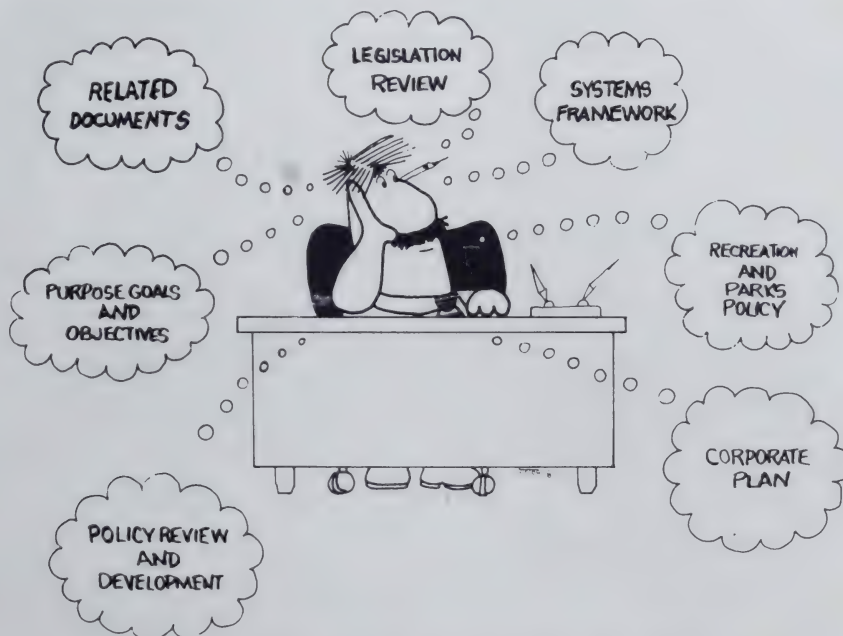
An interdivisional committee (composed of Paul Skydt, Ken Wilson, Bruce Duffin, Dave Perraton, Archie Landals and Mike Boyd) recently completed revising the Department's classification framework and facility and operating guidelines for Wilderness Areas, Ecological Reserves, Parks and Recreation Areas. The proposal has received the Minister's support and is presently under review by the Cabinet Committee on Rural Development. Work is continuing within the department developing and detailing program policies and facility and operating standards related to the new framework and classification.

Future Issues of *P.S...*

Future issues of P.S. will provide further highlights and progress reports on department activities.

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PLANNERS ALWAYS HAVE THEIR HEADS IN THE CLOUDS!!

RECREATION AND PARKS POLICY STATEMENT - UPDATE

In February, the Honourable Peter Trynchy announced the department's intentions to prepare a comprehensive Recreation and Parks Policy Statement. This process is now in full swing. A departmental project team, under the direction of Carl Royan, Senior Policy Analyst, Planning Secretariat, is in charge of developing the statement. The final product will be a Policy Statement which should provide broad long-term direction for the programs and services of Alberta Recreation and Parks. The Policy Statement is scheduled for completion by the winter of 1985.

The department is committed to public involvement in developing this Policy Statement. To date, public workshops have been held in Edmonton, Calgary, Red Deer, Grande Prairie, St. Paul, Lethbridge and Drumheller. Summaries of the discussions at these workshops will be available in September. Also, in August, park visitors were asked to complete a Visitor Opinion Survey in selected provincial parks. This survey was intended to obtain the opinions of campers and day-users concerning the nature and type of opportunities available in our parks and recreation areas. Approximately

18,000 surveys were handed out, and to date, about 7,000 completed surveys have been returned. The results of the survey are presently being analyzed by Peter White (Planning Secretariat).

Further opportunities for public participation will also be available over the coming months and will include:

PUBLIC OPINION SURVEY:

In October, the department will be distributing a General Survey to approximately 8,000 Alberta households. The development of this survey is being co-ordinated by Burn Evans (Recreation Development).

DISCUSSION PAPERS:

A series of policy oriented discussion papers on specific recreation, park development and management subjects will be solicited from individuals and groups within the provincial recreation and parks community.

STAFF INPUT:

Staff members will be given the opportunity to provide their ideas, comments and concerns during October by completing a questionnaire which is expected to take about 30 minutes to complete. The intent being to access the knowledge, experience and valuable opinions of departmental staff. It is hoped that department managers will encourage participation by their staff.

INVITATIONS FOR PUBLIC SUBMISSIONS:

Invitations to submit individual and group comments have been mailed to 1,000 different department client groups and individuals, including municipalities, provincial associations, educational institutions, etc.

For more information on the Recreation and Parks Policy Statement, contact Carl Royan (Planning Secretariat).

CORPORATE STRATEGY - DEPARTMENT PURPOSE, GOALS AND OBJECTIVES (PGO's)

Development of the Corporate Strategy/Plan is continuing. For the past few months, this process has focused primarily upon the development of department PGO's by the senior executives. This task is now complete, and department PGO's have been circulated throughout the department. Efforts will now be directed toward establishing goals and objectives priorities for the next 3-5 years. Once priorities have been identified, divisions will be asked to review and adjust their activities to ensure they are compatible with the department PGO's and priorities.

At present, January is targeted as the deadline for completion of both these steps (priorities and activities), with the target deadline for a completed Corporate Plan now falling in the spring/summer of 1985.

In addition, the Planning Secretariat is continuing to work on other components of what will ultimately form the Corporate Plan document. These include: the Department Policy Development and Review System, the Department Management System Review, the Department Planning Systems Review and Department Market Strategy considerations. Work on these will continue through the fall and winter of 1984.

RELATIONSHIP BETWEEN CORPORATE PLAN (PGO's) AND THE RECREATION AND PARKS POLICY STATEMENT

Undoubtedly, many of you have asked what is the relationship between these two activities. The answer is that they are highly interrelated. The PGO review provided the INITIAL FORUM in which department intentions and activities were reviewed. This was intended to be primarily a senior management process aimed at guiding the department through the present period of economic recovery. The Recreation and Parks Policy process is regarded as the SECOND MAJOR FORUM in which department intentions and activities will be examined - this process will include public and general staff involvement. The Recreation and Parks policy is intended to be broad and long-term in its direction setting. As a result, internal decisions based on PGO discussions may be modified depending on the input received and direction selected as a consequence of the Recreation and Parks policy deliberation.

Ultimately, there will be two interrelated documents in place: the Recreation and Parks policy which will be a public statement of policy, and the Corporate Plan which will provide management direction for administering the department and implementing the Recreation and Parks policy.

INTERPROVINCIAL SPORT AND RECREATION MINISTER'S CONFERENCE: This conference will be held in Grand Falls, Newfoundland on September 24-26. Major issues that will be discussed include:

- coping with changing recreation patterns or various age groups
- volunteers
- the public/private sector relationship and the economic impact of recreation and sport
- recreation facilities
- forced leisure

FEDERAL/PROVINCIAL PARKS CONFERENCE, AUGUST 13 - 18, 1984 (ST. JOHN, NB)

The theme of this year's conference was 'Innovative Park Management for the 80's'. One highlight of particular note was the meeting of inter-provincial Deputy Ministers. This is the first time such a meeting has taken place at the FPPC in eight years. It is hoped that these meetings will become a permanent addition to the FPPC agenda. Other items of interest included:

- parks attendance is down across Canada, except in Ontario, Alberta and Saskatchewan
- trend towards increased use of private sector in parks maintenance and operations activities across Canada
- improved cost recovery to offset operational costs is gaining momentum in Canadian agencies
- cooperative associations and volunteer organizations providing services in parks is gaining momentum

RECREATION PERSPECTIVES STUDY AND CONSERVATION PERSPECTIVES STUDY: Draft results of these two studies are presently being reviewed by the Planning Secretariat and should be available for distribution in the fall of this year.

BURNING THE MIDNIGHT OIL

FEES AND CHARGES/PRINCIPLES OF REVENUE GENERATION PAPER:

The purpose of this paper, being coordinated by Carl Royan with involvement by Bruce Duffin, John Wiens, Hiske Gerding and Doug Thompson, is to provide a foundation by which each service provided by Alberta Recreation and Parks can be assessed to determine whether a fee or charge should be levied for it. Where a fee or charge is deemed appropriate, this paper also proposes a basis for determining what the charge should be. Examples of the kinds of fees and charges the department presently has in place include camping fees, disposition fees and Blue Lake Centre course fees. This paper is presently being reviewed by Executive Committee.

DEPARTMENT POLICY DEVELOPMENT AND REVIEW PROCESS:

A proposal dealing with policy development and review within the department has been prepared by the Planning Secretariat. It is presently being reviewed by Division Planning Units prior to being sent to Executive Committee for review. For more information, contact Mike Boyd (Planning Secretariat).

ISSUES MANAGEMENT

The Issues Management study was completed in March, at which time a final list of strategic issues was presented to Executive Committee along with recommendations for resolving these issues. For the purpose of this study, a strategic issue was defined as "an issue which influences, or has the potential for influencing, the department as a whole rather than a program area, and how it relates to its environment". Strategic issues identified included:

- a.) Need for a PHILOSOPHICAL STATEMENT and subsequent OBJECTIVE SETTING.
- b.) Need to assess DIRECT PROVISION VS. FACILITATOR ROLE in relation to department objectives, program planning and service re-evaluation, priority setting and resource allocation.
- c.) Need for SERVICE RE-EVALUATION aimed at clarifying program direction, market targets for services and the inter-relationship between services and the level of government involvement.
- d.) Need to develop a department position on FEES AND CHARGES.
- e.) Need to adopt a PROACTIVE PLANNING style to be applied to all levels of planning in the Department. Proactive planning should clarify short and long-term planning needs, identify market targets for the Department, and identify appropriate ways and means of addressing particular issues.
- f.) Need for CLARIFICATION OF JURISDICTION, at the provincial level, and clarification of the nature and level of involvement of the private sector and volunteerism.
- g.) Need to IMPROVE PLANNING in the department through the use of better user data, greater use of feasibility studies, more attention paid to monitoring and evaluation, and through more effective public participation practices.
- h.) Need to resolve questions surrounding land acquisition, land administration and the potential need for private lands to meet municipal and regional recreation needs not met through crown land reservations.
- i.) Need to develop department OUTDOOR RECREATION POLICY.
- j.) Need to clarify the department's position on MULTIPLE USE within the context of integrated resource management and planning

A number of these issues are being addressed through other activities reported here, the remainder are expected to receive department attention through the ongoing review and development of department purpose, goals, objectives and division activities.

Copies of the final report are available from Division ADM's.

ECONOMIC SIGNIFICANCE OF RECREATION - HIGHLIGHTS

This study, conducted by Dr. Tim Burton (University of Alberta) and coordinated by the Planning Secretariat, is complete, and the report has been reviewed by department staff. Some of the highlights of this report include:

1. The total economic impact or significance of recreation in Alberta, as measured by expenditures, was estimated to be almost \$6.5 billion in 1983.
Direct recreation expenditures in the province in 1983 account for an estimated \$3.9 billion. Two-thirds of this consisted of direct expenditures by families and individuals. One-fifth was made up of non-family expenditures in the commercial sector, and slightly more than one-tenth consisted of public sector (government) expenditures. Additional indirect expenditures (determined through the use of an expenditure multiplier) account for the remaining \$2.6 billion.
 2. Direct recreation employment in the province in 1982 was estimated to be 53,621 man-years, of which four-fifths of this (85.5%) was generated in the commercial sector. Application of an employment multiplier results in a total economic impact or significance of recreation, as measured by employment, estimated at 83,113 man-years.
 3. The commercial recreation (manufacturing of recreation products and retail sale of products and services) sector generates goods and services estimated at \$3 billion annually and provides 45,860 man-years of employment annually.
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4. The voluntary recreation sector is estimated to provide at least 10.5 million hours of volunteer activity. This is estimated to be worth between \$40 and \$129 million in equivalent wages.
 5. Private sector clubs generate \$44 million of expenditures and at least 1,428 man-years of employment each year.
 6. The three levels of government (municipal, provincial and federal) spend about \$440 million annually in Alberta on recreation, and generate at least 6,266 man-years of employment each year.

For more information, contact the Planning Secretariat.

POINTS OF INTEREST

DEPARTMENT SUBMISSION TO ALBERTA EDUCATION: The department recently prepared and submitted a position paper to Alberta Education for use in Education's Review of Junior and Senior High School Programs. The paper was entitled, "Human and Community Development: A Shared Responsibility". For copies, please contact the Planning Secretariat.

PARKS ACT REGULATIONS: Proposed revisions to the Parks Act Regulations have been completed pending approval by Executive Committee. It is hoped that these regulations will be approved sometime this fall and in place for next summer's operating season.

WILDLIFE ACT: The department is continuing to work with Fish and Wildlife in reviewing their proposed changes to the Wildlife Act. Mike Boyd (Planning Secretariat) will be conducting discussions with Fish and Wildlife in this regard through September.

THE PUBLIC HEALTH ACT REGULATIONS: The department is working with Alberta Social Services and Community Health in reviewing their proposed changes to the Public Health Act Regulations and in specific, with regard to drafting of the Public Recreation Area Regulations and the Swimming Pool Regulations.

RECREATION, ENERGY AND THE ENVIRONMENT - A Survey of Alberta's Opinions: Dr. E. Jackson will be surveying a sample of 800 households in Edmonton and Calgary during August and September with regard to recreation, energy and environmental values. The survey is funded primarily by the RPW Foundation, with some funding coming from the Planning Secretariat. It is expected that the results of this survey will be used as a part of the Recreation and Parks Policy Statement. For more information, contact Mike Boyd (Planning Secretariat).

RECREATION, CULTURE AND TOURISM CONSULTATION: A meeting of Deputy Ministers occurred on April 25th. Present were Energy and Natural Resources, Environment, Transportation, Culture, Tourism and Recreation and Parks. At that meeting, there was general agreement that participating departments should improve co-ordination and sharing information with respect to outdoor recreation, tourism and culture. A second meeting has been tentatively scheduled for this fall to further discuss mechanisms for consultation and interdepartmental liaison.

ALBERTA SPORTS COUNCIL: Effective April 1st, the Alberta Sports Council was established. A board of directors representing a cross section of sporting and business interests has been appointed by the Minister.

SPORT DEVELOPMENT STRATEGY: The final Sport Development Strategy, prepared by the Recreation Development Division, was reviewed through the Intersport Mechanism and has been approved by the Minister.

The strategy is now being distributed. The priorities established and endorsed by the sport community were:

- To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.
 - To provide a wider and more advanced base of technical expertise for sport in Alberta.
 - To provide increased opportunities for Albertans to participate in sport.
 - To increase the number of Albertans who are performing at provincial, national and international standards.
 - To improve the communication and co-ordination among sport organizations and agencies in Alberta.
 - To improve the organizational development of provincial sport associations.
 - To promote and assist in the effective management and hosting of major games and events.
 - To encourage the maximum use and efficient operation of existing facilities.
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